



International Organization for Migration (IOM)
The UN Migration Agency

Terms of Reference: MIDA HR Expert

I. General Information

Post/Title	Human Resources (HR) Expert
Date of issue (Original)	24 January 2023
Closing Date	06 February 2023
Duty Station	Mogadishu
Duration of Assignment	12 months
Stream/Band	Level-B3/Step 2
Level of assignment	Expert

II. Background

About Mogadishu

Mogadishu is the capital of Somalia, located in Banadir region. For the two decades leading up to the new millennium, the people of Somalia lived in a state of chaos, violence and anarchy. Conflict between rival warlords and their factions raged throughout the 1990s, and images of violence, famine, piracy and terrorism dominated the news. Somalia has become synonymous with these issues, and the long conflict has overshadowed the great history of the country.

About Directorate of Immigration and Naturalization (IND)

Under the supervision of Director General, the Immigration and Naturalization Directorate, placed under Ministry of Internal Security, manages Immigration and Naturalization processes at various ports of entry, in collaboration with the institution oversees the airports, land and sea ports. The Directorate is also responsible for issuance of the passports.

About the MIDA Programme

The process of recruitment and deployment of the MIDA participant will be administered by IOM's Migration for Development in Africa (MIDA) programme, which recruits Somali Diasporas with desired skills, qualifications and experience for capacity building of the public institutions.

The MIDA participant will work with IOM and the IND under the overall guidance and supervision of the Director General (DG), and the direct supervision of the HR Director, while IOM IBM office will provide technical support and feedback from Nairobi, Kenya and from Mogadishu, as required or requested. It should be noted that the MIDA participant is not an IOM employee and works directly with the IND, but has certain reporting responsibilities to IOM as detailed below.

III. Activities/ Key Results Expected

Context

A long absence of effective governance of Somalia has resulted in porous air, sea and land-border management, providing a thriving conduit for transnational organized immigration crimes. In addition, the porosity of Somalia's borders allows for easy movement of irregular migrants, terrorists and weapons, contributing not only to insecurity in Somalia, but also to its neighbouring countries. In order to respond to those complex migratory challenges, the Federal Government of Somalia has committed to enhance the performance in terms of efficiency and effectiveness of the Immigration and Naturalization Directorate (IND).

IOM is implementing a project with the aim to contribute to the priorities highlighted by the IND. The intervention focuses on strengthening the institutional capacities of the IND, in particular of the HR Department, in order to improve the Federal Government of Somalia (FGoS) efforts in migration and border management. The project aims to achieve this by fostering an integrated approach that focuses on the active engagement of diasporic actors and (international) experts to transfer knowledge and competencies to public institutions, civil servants, and new generations of Somalis. The project will therefore strengthen the administrative and operational capacity of IND to better manage Somalia's borders through capitalizing on the skills and expertise available by the Diasporas. This includes (I) strengthening communications and coordination across IND units and (II) improving IND's administrative capacity through strengthening the HR unit of IND.

In an effort to improve the IND's administrative capacity of the HR Unit as mentioned under (II) here above, the Federal Republic has requested IOM to assist in the strengthening process. The IND seeks a **Human Resources Expert** (hereinafter 'The MIDA participant').

improve the HR process of the organization and transfer knowledge for sustainability on HR Functions, work procedure and systems, the MIDA (TBC) HR Expert will be closely working together with the HR Director to support improve the use of HRMIS.

Description of the Assignment

The IND has its HR strategy, but is facing challenges in implementing it. The MIDA participant is expected to **guide the IND on the development of work procedures and systems**. For example, a system for job grading and salary scales. The MIDA participant will have the added benefit of transferring his/her expertise to officials working with the IND knowledge for **sustainability on HR Functions, work procedure and systems**.

After an **assessment of the current IND policy on performance management implementation**, the MIDA participant is **expected to develop a comprehensive system of appraising all IND staff**, using the developed HR Management Information System (HRMIS). The necessary data will be entered in the HRMIS and additional features will be added based on the needs. The MIDA participant has to **submit results to the HR Director and the DG** by the end of the project.

IOM's action will continue to contribute towards strengthening capacities for immigration officials by conducting continuous training for operational staff in accordance with the needs of the IND. The MIDA participant is **expected to conduct a training needs assessment** after which s/he is **expected to develop a tailor made training package**, including a training and capacity building roadmap for IND. Accordingly, the MIDA participant **will conduct a ToT for IND HR staff on the HR training package** after which the newly trained trainers will roll out the training in the relevant IND field units. The MIDA participant is **expected to facilitate and coordinate these roll-out trainings**.

The MIDA participant will be responsible for assisting the IND, in particular the HR department, in the above mentioned activities, with the following responsibilities:

1. Guide the IND on the development of HR work procedures and systems, including an assessment of the current IND policy on performance management process;
2. Knowledge transfer on the comprehensive system of appraising all IND staff, including job grading and salary scales;
3. Inform the HR Director and DG on the results of the assessment and appraising system;
4. In consultation with the Director General/ HR Director, conduct a training needs assessment and develop a tailor-made training package (including a training and capacity building roadmap for the IND);
5. Train trainers (immigration HR staffs) on the HR training package;
6. Facilitate roll-out trainings for relevant IND field units;
7. Submit a monthly report to the IND and IOM on activities, outlining the progress of the responsibilities listed above and the outputs listed below;
8. Transfer of professional skills, knowledge and attitudes in human resource management in response to requests of IND or IOM, whilst producing training materials and deliver training;
9. Measure the results of the transfer of skills activities by organizing post-training tests for the staff of the institution and brief the HR Director accordingly;
10. To undertake such other reasonable duties as may be required from time to time.

IV. Target Outputs (Measurable Results)

The following outputs are expected to be delivered:

Output	Timeframe (12 months)
1. Draft Work Plan	Within 5 days after contract
2. Submission of Inception Report, Methodology and Work plan	Within 25 working days
3. Assessment of the current IND policy on performance management	Month 1-2
4. Prepare a plan on HR Knowledge transfer on HR thematic areas in consultation with HR Director and guidance from the DG IND	Month 2
5. Develop a Training Curriculum on important HR areas	Month 1-4
6. Impart at least 6 Training including 2 ToT	Month 4-10
7. Recommend a list of ToT Trainers to HR Director and DG IND	Month 4-7
8. Submit comprehensive ToT report, including analysis of training and post training test results	Month 5
9. Support atleast 4 Roll Out Training by ToT officials	Month 5-12
10. Submit monthly progress reports (before the 5 th of next month)	Monthly
11. Submit end of assignment report including best practices, lessons learned, challenges and recommendations.	Month 11

V. MIDA Requirements

In addition to the Key Results and Target Outputs mentioned in section III and IV, the MIDA programme requires the following steps/actions to be undertaken throughout the assignment. These are standard requirements for all assignments undertaken through the MIDA programme:

Transfer of skills: One of the main responsibilities of the MIDA participant, and one which he/she will be measured against, will be to ensure continuous and systematic transfer of knowledge and skills as related to the assignment. It will have to be agreed with the beneficiary institution which civil servants will have to benefit from this knowledge.

Work plan: A work plan will have to be developed with the Supervisor during the first week of assignment which will provide clear and time bound activities to successfully implement the outputs of the assignment. This work plan will be shared with the QUESTS-MIDA Project

Assistant. This work plan can be revised during the mid-term review to reflect new developments or changes in strategy.

Mid Term Review: there will be a mid-term review of the assignment between the incumbent and the beneficiary institution to discuss progress of the assignment and feedback on performance.

Interim and Final Reports: A progress report will be submitted by the incumbent to the Supervisor and to the MIDA Project Assistant. Thereafter a final report will be provided at the end of assignment.

VI. Qualifications

Level of Education	Advanced University Degree (Masters or PHD)
Area of Study	Human Resource Management or related study
Years of work experience in what area(s)	10-15 years in the field of Human Resources, change management, Knowledge Transfer and/or other related field
Languages needed	Excellent command, both in writing and speaking, of English and Somali
General Skills/ Other Requirements	<ul style="list-style-type: none"> - Understanding of Human Resources, processes, policies - Demonstrated experiences in mentoring staff and developing and conducting trainings - Demonstrated experience in development of working procedures/systems and assessments of policies and performance management - Ability to work under minimum supervision and tight deadlines - Proactive attitude to identify tasks and corrective measures - Excellent interpersonal skills - Good command in Information Technology (Email, Word, Excel and other relevant programmes)

VII. Salary

Level-B3/Step 2

VIII. Security and Insurance Modalities

Health insurance, including evacuation due to medical emergency, will be provided by the project. However, experts will be requested to provide a recent medical certificate stating that they are physically well and apt to work in a hardship area in Africa.

Please note that IOM will not be responsible for the security of the qualified Somali expatriates but the host beneficiary institution will be.

Before leaving the country of residence and upon arrival in Nairobi, Kenya or in the duty station, the qualified Somali expatriate will receive a pre-departure briefing including security advice and cultural background.

IX. How to Apply

All applicants must apply online through the QUESTS-MIDA website. To start the application process, the applicants are required to register an account with the QUESTS-MIDA website. Go to login and register as a user, then fill the form and create a password to enter in the applications section. Fill in the 1-page online application form.

Send your Resume/CV to midasomvacancy@iom.int stating the position in the subject line of your email. Only short-listed candidates will be informed of the status of their application.